

69TH AIR DEFENSE ARTILLERY BRIGADE COUNSELING GUIDE

By: CSM Pritchard and the Senior NCOs of 69th ADA BDE

69th NCOs are a high powered offense. Grounded in its heritage and lives the Army Values; values all members of the team; trains hard; conducts promotion, performance and professional counseling; and takes care of Soldiers and families every need.



22 January 2009

The purpose of the BDE counseling guide is to provide leaders with a tool to assist in the developmental counseling of Soldiers. This guide is not a standard or template. It does guide leaders and set minimum topics that are covered in the execution of reception and integration, promotion, and performance counseling.

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POC for recommendations or changes to this guide is the BDE CSM

Foreword

Counseling is a basic responsibility of every leader and a very important part of taking care of Soldiers in the professional and personal sense. Our Army stands strong and is built on competent leadership at all levels through conducting essential counseling. Our Army values and warrior ethos are further enhanced through the counseling process. Leadership development in this brigade is conducted systematically from the first line leader to the Brigade Commander and Command Sergeant Major conducting face to face counseling sessions. In those sessions its incumbent that heart felt caring and emphatic teaching, coaching and mentoring takes place. Teaching, coaching, and mentoring is not only required during face to face closed door counseling sessions, they occur continuously; at PT sessions, while on CQ or staff duty, at the motor pool, during the duty day, and during home visitations to name a few. The Command Sergeant Major and I are committed and expect a lifelong learning environment to remain constant in the brigade. Our leaders must set the example, teach, coach, mentor, and self develop through college enrollment, self study of Army doctrine, and NCOES or OES attendance. As our battlefields become more and more complex, our leaders must develop as multitasked pentathletes with broad knowledge and strong intellectual ability. Our job as leaders is to commit ourselves to training Soldiers and growing them into pentathletes. This guide will help leaders in the counseling process and provide the minimum counseling expectations based on current Army regulations and sample counseling documents. While the Command Sergeant Major and I provide sample counseling statements in the areas of reception and integration, performance, and promotion counseling, it goes without saying that other event oriented counseling will occur as well. Also, leaders are encouraged to use the Brigade Soldiers Risk Assessment and Counseling (SRAC), RSO&I program (BDE policy letter #15), the BDE home visitation program (BDE policy letter #16) as well as brigade, battalion, and unit incentive policies to counsel and care for our Soldiers and families.

Teaching, coaching, and mentoring will ensure that our Army remains strong well after our era...never leave a fallen comrade behind in your endeavor to build a stronger Army of tomorrow.

“Guarding the Skies – Lightning Strike”



TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major



JAMES H. JENKINS III
COL, AD
Commanding

MEMORANDUM FOR RECORD

SUBJECT: Counseling Standard Operating Procedures

1. References.

- a. 69th BDE Policy File, 69-14, subject: Brigade Counseling, dated 1 October, 2008
- b. 69TH BDE Policy File, 69-15, subject: RSO&I, dated 1 October, 2008
- c. 69th BDE Counseling Guide, dated 22 January 2009.
- d. AR 623-3, Evaluation Reporting System, dated 10 August, 2007
- e. DA PAM 623-3, Evaluation Reporting System, dated 13 August, 2007
- e. FM 6-22, Army Leadership, Appx B, dated October, 2006
- f. Army website for Counseling: <http://www.counseling.army.mil>

2. Purpose. To prescribe the duties and responsibilities of leaders for counseling every Soldier assigned or attached to 69th ADA BDE.

3. Summary. Counseling is a basic responsibility in our Army of every leader and is one of the most important leadership development responsibilities for Army leaders. The Army's future and the legacy of today's Army leader rests on the shoulders of their subordinates who are continuously prepared to assume greater responsibility.

4. SCOPE. This SOP applies to all leaders

5. Responsibilities.

a. Commanders.

(1) Establish policies and standards to ensure that counseling is conducted on a monthly basis.

(2) Conduct random counseling inspections and verifies accountability and QA/QC.

(3) Ensure that no relief for cause is initiated without the approval of the next higher Commander and CSM.

(4) Ensure that counseling sessions are listed on the training schedule.

(5) Ensure Soldiers denial of the DA directed promotion list integration is complete and submitted to the S1 prior to the 15th of each month and then 90 days thereafter.

b. First Sergeants.

(1) Responsible for counseling on all Soldiers (reception, promotion, and performance).

AETV-GW-CO

SUBJECT: Counseling Standard Operating Procedures

(2) Ensure that counseling is goal oriented and assist NCOs with setting performance objectives.

(3) Ensure that each Soldier has a clear self improvement plan outlined in the plan of action section.

(4) Ensure that developmental counseling statements are completed monthly and NCOER counseling support forms quarterly. Counseling's are inspection ready at all times.

(5) Account for all counseling statements and review at least 10% of each platoon's counseling statements the last day of each month for QA/QC. Counseling statements are maintained at inspection ready

c. Platoon Leaders and Platoon Sergeants.

(1) Responsible for counseling on all Soldiers assigned to the platoon.

(2) Set clear goals and objectives with First Line Leaders (FLLs) in accomplishment of individual and collective tasks.

(3) Ensure that FLLs set personal and professional short and long terms goals for each Soldier.

(4) Account for and review counseling statements each month for QA/QC.

d. Section Sergeants (First Line Leaders (FLLs)).

(1) Responsible for conducting face to face counseling sessions on a monthly basis (Use TRiPS before long weekends and the 69th SARC program).


(2) Set realistic goals to improve individual performance required by their MOS.

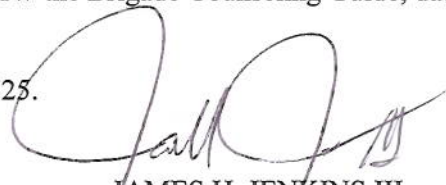
(3) Set realistic self improvement goals in the areas of NCOES, college, APFT, weapons qualification, correspondence, promotion and performance potential, and boards.

(4) Will counsel Soldiers who are eligible for promotion to PV2 through SSG without a waiver (fully qualified) but not recommended in writing.

6. Counseling packets on each Soldier are completed IAW the Brigade Counseling Guide, dated 22 January 2009.

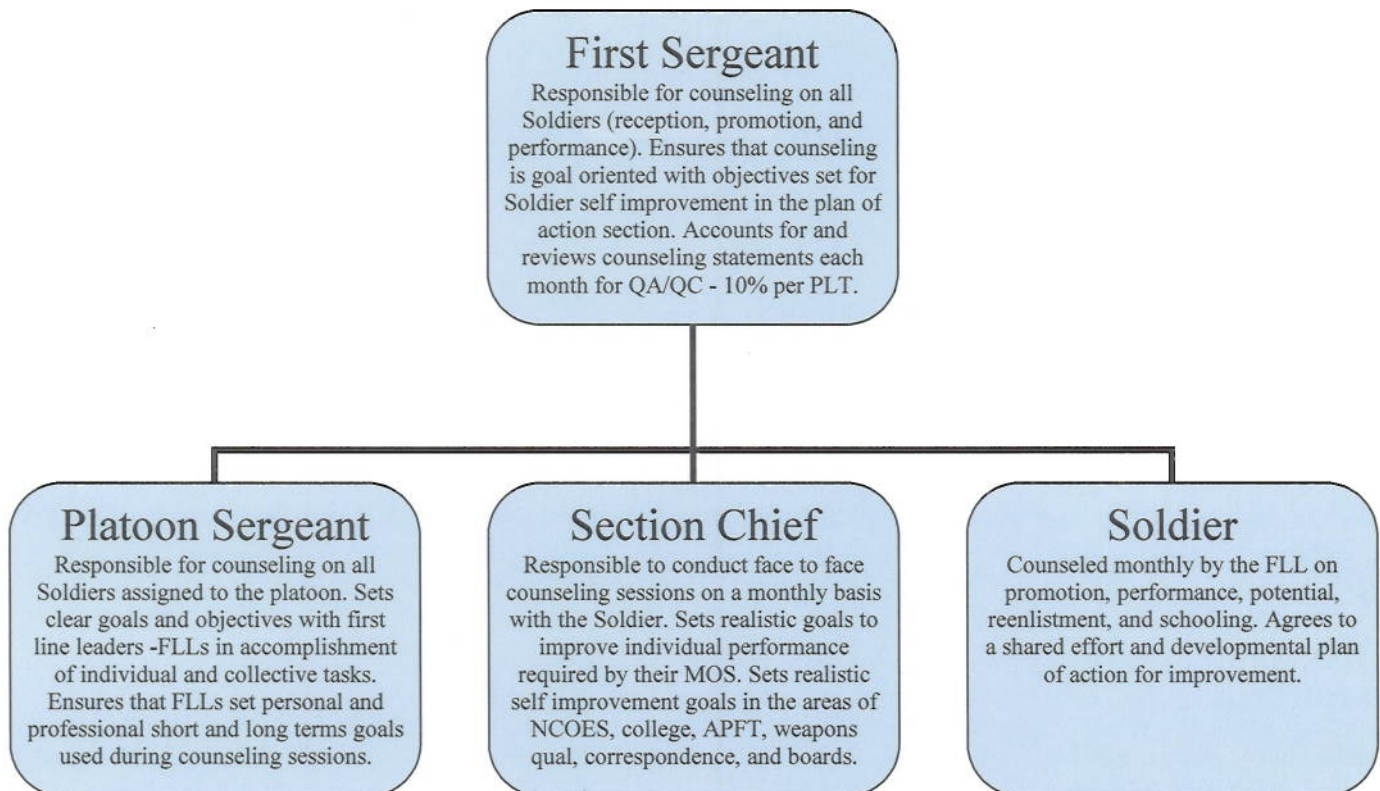
7. POC for this memorandum is the BDE CSM, 287-8525.


TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major


JAMES H. JENKINS III
COL, AD
Commanding

Counseling is one of the most important leadership development responsibilities for Army leaders. The Army's future and the legacy of today's Army leaders' rests on the shoulders of those they help prepare for greater responsibility.

69th ADA Brigade NCO Responsibility Chain



The measure of a successful counseling program is based on a Soldier centric developmental mentality by all leaders in the brigade. Leaders must ensure that performance objectives and standards are focused and tied to the organization's objectives and the individual's professional and personal development. Leaders must consistently support their subordinates in implementing the plan of action by teaching, coaching, mentoring, or providing additional time, referrals, and other appropriate resources. Additional measures may include more focused follow-up counseling, informing the chain of command, and taking more severe corrective measures.

Key Notes: Taken from FM 6-22 (FM 22-100), dated 12 October 2006

- ◆ Leader and subordinate jointly establish performance objectives and standards for the next period. Rather than dwelling on the past, focus on the future: the subordinate's strengths, areas of improvement, and potential.
- ◆ Professional growth counseling includes planning for the accomplishment of individual and professional goals. During the counseling, leader and subordinate conduct a review to identify and discuss the subordinate's strengths and weaknesses and to create an individual development plan that builds upon those strengths and compensates for (or eliminates) weaknesses.
- ◆ To be effective, developmental counseling must be a shared effort. Leaders assist their subordinates in identifying strengths and weaknesses and creating plans of action. Once an individual development plan is agreed upon, they support their Soldiers and civilians throughout the plan implementation and continued assessment. To achieve success, subordinates must be forthright in their commitment to improve and candid in their own assessments and goal setting.
- ◆ Caring and empathic Army leaders conduct counseling to help subordinates become better team members, maintain or improve performance, and prepare for the future.

AR 600-18-19, para 1-26. Counseling of Soldiers not recommended for promotion

a. First-line leaders will counsel Soldiers who are eligible for promotion to PV2 through SSG without a waiver (fully qualified) but not recommended in writing. Counseling will take place initially when the Soldier attains eligibility, and at least every 3 months thereafter, and include information as to why the Soldier was not recommended and what can be done to correct deficiencies or qualities that reflect a lack of promotion and performance potential.

b. There are no requirements to counsel Soldiers who are not recommended for promotion to SFC through SGM. Counselors will comply with the requirements of paragraphs 3-11 or 5-21 for Soldiers competing for promotion to SGT/SSG.

AR 600-8-19, para 3-17. Department of the Army directed promotion list integration to sergeant and staff sergeant

a. Each month, Active Army Soldiers in all MOSs who meet the following criteria will be automatically integrated onto the SGT and SSG promotion standing lists, provided they are otherwise eligible for promotion consideration despite lacking the actual promotion board appearance as outlined below —

(1) To SGT —

- (a)* 46 months TIS (to become eligible for promotion at 48 months).
- (b)* 10 months TIG (to become eligible for promotion at 12 months).
- (c)* Otherwise not ineligible in accordance with this regulation.
- (d)* Not otherwise denied by the CDR.

(e) Soldier must have a minimum of 90 days remaining service as of the month of integration onto the recommended list.

(2) To SSG —

- (a)* 82 months TIS (to become eligible for promotion at 84 months).
- (b)* 10 months TIG (to become eligible for promotion at 12 months).
- (c)* Graduate of the Warrior Leaders Course (WLC).
- (d)* Otherwise not ineligible in accordance with this regulation.
- (e)* Not otherwise denied by the CDR.

(f) Soldier must have a minimum of 90 days remaining service as of the month of integration onto the recommended list.

b. If the CDR determines that a promotion is to be denied, the unit CDR will take action to deny list integration prior to the 15th of the month the Soldier's name is identified for list integration. Failure to deny integration by the 15th of the month the Soldier attains eligibility will result in the Soldier being integrated onto the promotion standing list. All Soldiers denied list integration will be counseled, in writing, in accordance with the provisions of paragraph 1-26.

c. All Soldiers automatically integrated onto the SGT/SSG recommended list will —

AR 600-8-19, para 3-17. Department of the Army directed promotion list integration to sergeant and staff sergeant – Cont.

- (1) Not have a DA Form 3355.
- (2) Have a current APFT and weapons qualification or exception.
- (3) Receive the minimum promotion score (350 points for SGT and 450 points for SSG).
- (4) Not be eligible for recomputations.
- (5) Not be awarded additional points based on the Airborne Promotion Advantage.

d. Soldiers added to the recommended list under this paragraph who desire to receive promotion points based on their actual accomplishments, in accordance with the procedures outlined in this chapter, must be recommended by their chain of command. Soldiers choosing to appear before a promotion board after automatic list integration will follow the procedures for total reevaluation.

e. After board appearance, if the Soldier does not have the minimum points (fewer than 350 points for SGT and 450 points for SSG) required to stay on the standing list but was recommended by the promotion board and the Soldier was automatic list integrated, the Soldier will remain on the list with 350 points or 450 points as appropriate. To add any points, the Soldier must reappear before a promotion board.

f. Soldiers appearing before a promotion board but not recommended for promotion, regardless of whether they were automatic list integrated, will be removed from the promotion standing list and must reappear before a promotion board to regain promotable status.

g. To facilitate the leader development process for Soldiers who were previously denied DA Directed promotion list integration, the Army will automatically re-integrate otherwise eligible Soldiers (para 3-17 a above) every 90 days following their previous denial. Unit commanders will take action to deny these quarterly integration efforts when Soldier's performance counseling otherwise dictates.

- **Note: Soldiers fall off of the AAA 294 who meet the automatic list integration to sergeant and staff sergeant**

BDE RSO&I

AFVL-GSB-CO

23 September 2008

SUBJECT: RSO&I Program

1. Reception and Intergration is an itegral of building a cohesive unit. As each leader and Soldier moves on to other assignments we need to ensure that we do not lose sight of our goals and objectives. The RSO&I program is to ensure that every NonCommissioned Officer and Soldier in this Brigade is capable of leading and upholding the standards of excellence that makes this Brigade great. The RSO&I program is a tool that will allow us to develop our leaders and Soldiers to meet the basic requirements set forth as a training and readiness to meet the basic program.

2. The check ride program consists of 3 phases:

a: Phase 1- within 30 days of arrival to the unit. Leaders and mentors will back brief the unit First Sergeant or Commander to ensure that all initial reception tasks were accomplished.

b: Phase 2- within 150 days of arrival to the unit. This phase will be tracked at the platoon level and will be back briefed to the Battery Commander/First Sergeant by the Platoon Leader/Platoon Sergeant upon completion.

c: Phase 3- within 270 days of arrival to the unit.

3. First Line Leaders will provide new arrivals a copy of the check ride program during inprocessing and utilize phase 1 training requirments to counsel Soldiers during reception and intetgration. The RSO&I program will assist leaders in counseling Soldiers during reception and integration as well as initial counseling. Upon completion of the RSO&I program, the completed training phase sheets will be placed in the Service Members' SMIF file.

4. "LIGHTNING BRIGADE!"

PHASE 1 – Conducted within the first 30 days of arrival

DATE	INITIALS	TASKS
		1) INPROCESS BATTALION AND BRIGADE (S1,S2,S3,S4,S6) WITHIN 72 HOURS.
		2) RECEIVE CSM/COMMANDER RECEPTION INTERVIEW
		3) RECEIVE INITIAL INTERVIEW/ WITH THE FLL
		4) RECEIVE INITIAL COUNSELING WITHIN 24 HOURS
		5) CHECK TROOPERS AKO AND MY PAY ACCOUNT (REVIEW CURRENT LES)
		6) HT/WT AND TAPE WITHIN 72 HOURS
		7) DRAW ASSIGNED WEAPON (WITHIN 72 HOURS)
		8) TAKE DIAGNOSTICS APFT (WITHIN 7 DAYS)
		9) READ COMMAND POLICY LETTERS AT THE S1
		10) READ/UNDERSTAND ALL BATTALION/BTRY SOP'S
		11) READ/UNDERSTAND UNIT METL/KNOW CHAIN OF COMMAND
		12) SRP PACKET/FAMILY CARE PLAN INITIATED/STRIP MAP TO ON/OFF POST
		13) RECEIVE LEADER/MENTOR AND PT BATTLE BUDDY (ISG/BTRY CDR))
		14) COMPLETE INITIAL CLOTHING INSPECTION
		15) INVENTORY INDIVIDUAL/ASSIGNED EQUIPMENT
		16) ASSEMBLE/DISASSEMBLE ASSIGNED WEAPON
		17) ZERO/QUALIFICATION ON ASSIGNED WEAPON
		18) PERFORM PMCS
		19) COMPLETE DRIVER'S TRAINING
		20) KNOW UNIT'S FIELD STANDARDS
		21) BECOME CERTIFIED TO PERFORM GUARD/SOG/SDNCO
		22) KNOW COMSEC HANDLING PROCEDURES
		23) INVENTORY AND SIGN FOR PROPERTY (IF APPLICABLE)
		24) COMPLETE TABLE IV (IF APPLICABLE)
		25) UNDERSTAND EDRE AND ALERT
		26) A,B AND C BAG INSPECTION
		27) CIF AND RFI ISSUE
		28) ENROLL IN SMART
		29) COMPLETE WTT
		30) COMPLETE FORT HOOD'S DEFENSE DRIVING COURSE
		31) FINANCIAL READINESS BRIEF
		32) SEXUAL ASSUALT AND SUICIDE PREVENTION TRAINING

PHASE 2 – Conducted within the first 150 days of arrival

DATE	INITIALS	TASKS
		1) COMPLETE ADDITIONAL SAFETY COURSE
		2) WRITE AN NCOER
		3) KNOWLEDGE OF RE-UP/ELIM/PROM PROCEDURES
		4) READ APPLICABLE BN/BTRY SOP'S/OPLANS
		5) READ 7.0 AND 7.1
		6) REVIEW AND UPDATE ERB
		7) WRITE AN AWARD

	8) DEMONSTRATE EFFECTIVE COUNSELING SKILLS
	9) LEADERS BOOK COMPLETE
	10) CONDUCT A TRAINING MEETING
	11) CONDUCT AN AAR
	12) SUPERVISE UNIT MAINTENANCE OPERATIONS
	13) ENROLLS IN COLLEGE AND ACCP
	14) MANAGE WORK ORDER BACKLOG OF DS MAINT
	15) IDENTIFY MAINT. TRENDS USING ULLS REPORTS
	16) MANAGE PLL AND BENCH STOCK
	17) SUBMIT ORGANIZATIONAL JOBS TO DS MAINTENANCE
	18) ORDER PARTS THROUGH SAMS-E
	19) RUN MONTHLY AMSS REPORTS USING SAMS-E
	20) IDENTIFY DOC NUMBER STATUS ERRORS/TAKE ACTION
	21) PERFORM "HIGH PRIORITY CALL-IN" TO BDE LRC
	22) CONDUCT ASL REVIEW PROCEDURES
	23) PERFORM WAREHOUSE MANAGEMENT FUNCTIONS USING SARSS
	24) NCO'S COMPLETE RSO TRAINING/CERTIFICATION
	25) DRIVERS TRAINING/LICENSING/SAFETY COURSE/MOTORCYCLE A+
	26) RECEIVE CRM FROM BTRY SAFETY OFFICER/NCO
	27) SRP PACKETS/FAMILY CARE PLANS COMPLETED

PHASE 3 – Conducted within the first 270 days of arrival

DATE	INITIALS	TASKS
		1) PASS WTT AND CBRN TASKS
		2) REVIEW/UPDATE ERB AND DA PHOTO
		3) LEAD MOPP GEAR EXCHANGE
		4) CONDUCT UNMASKING PROCEDURES
		5) SUPERVISE PREPARATION FOR ROOM/WALL INSPECTION
		6) USE M256 OR M256A1 CHEMICAL AGENT KIT
		7) SUPERVISE CAMOUFLAGE OF VEHICLE AND EQUIPMENT.
		8) DIRECT FIELD FEEDING OPERATIONS (SFC AND HIGHER)
		9) CONDUCT A SMALL ARMS RANGE
		10) COMPLETE 3 HOURS OF COLLEGE AND 150 OF ACCP
		11) ESTABLISH AN OBSERVATION POST
		12) PROCESS ENEMY PERSONNEL AND EQUIPMENT
		13) CONDUCT DRILL AND CEREMONY
		14) SUPERVISE THE USE OF AN ANCD-LOAD SINGARS

NCOER Counseling and Support Form

What type of tasks can I include on the support forms?

Tasks suitable for the support forms are those appropriate for an Officer's or NCO's rank and position. These tasks must be tailored to fit the specific unit, mission, and rated individual. There is no one cookie cutter solution for every individual in the Army. Some examples are:

- Effectively incorporated Composite Risk Management (CRM) in all facets of mission planning and execution.
- Developed and implemented the BN Unit Safety Program SOP.
- Selected by the BN CSM as the unit Safety NCO which resulted in development of the BN Safety program and ultimately selected as the BDE standard.
- Completed the online CRC additional duty safety course, Commander's Safety Course, accident avoidance course, and the composite risk management course.
- Achieved 100% compliance of Army Safety Management Information System (TRIPS) (automated POV trip risk management tool) use by unit personnel.
- Achieved 100% reporting of all accidents IAW AR's using the Accident Reporting Automated System (ARAS).
- Within 90 days, executed all safety awareness/risk management programs to include; Army Readiness Assessment Program (ARAP), Additional Duty Safety Officer (ADSO), and CRM Training.
- 95% of Soldiers enrolled in Combat Readiness University on-line programs.
- 100% of Soldiers participated in Army Safe Driver Training programs to include; Army Safe Drivers Training (ASDT), Motorcycle Mentorship, and the Accident Avoidance Course. 6 Soldiers earned the safe drivers badge.
- Completed MPA operations, rail operations and port to fort operations of over 417 pieces of equipment in support of OEF incident and accident free.
- Certified and ran the CLFX/BRM/Advanced range as the OIC/RSO incident free; fired over 400 Soldiers.
- Conduct a Battalion NCODP on Safety Management and Awareness.

How do I know what my Safety goals should be for my support form?

To know what your Safety goals should be for your support form see your rater's and senior rater's support forms. Talk to your rater. Consider your unit mission, your organization, and your subordinates. Consult your unit SOPs and the CRC website for additional assistance in determining applicable safety programs and tools for use.

What is the overall goal of enforcing safety on the support form?

The overall goal of this change to the support form is to highlight to both the Rater and Ratee the importance of:

- Integrating Composite Risk Management (CRM) into all aspects of duty performance. We can ill-afford to continue to accept loss as the cost of doing business.
- Those leaders at every level will consider safety and risk management/mitigation as an intuitive part of mission planning, not as an add-on to what they already do. I recommend that we view it as METT-TC-R (Mission, Enemy, Troops, Time, Terrain, Civilian Considerations and Risk).
- To increase the dialogue between Rater and Ratee regarding the importance of not only including CRM into mission execution, but also setting realistic objectives to mitigate risk, prevent loss to the formation, and preserve combat capability.

NCOER Counseling and Support Form Counseling Recommendations:

Competence:

- Enrolled in college, take CLEP or DANTES exams
- Improve and fix all COMET team findings
- Prepare for upcoming CI or SAV inspection
- Attend the next promotion board
- Attend troop school and NCOES
- Improve shop operations and maintenance status
- Develop a MOS training plan and exam program to improve Soldiers knowledge of equipment
- Set MOS performance standards to better the last Gunnery results/scores
- Accomplish completely and promptly all tasks assigned and/or required by position

Physical Fitness and Military Bearing:

- Earn the PT badge and improve your section APFT average by 20 points
- Develop a special fitness PT program for the unit

- Prepare all Soldier for the next CLS and combatives course
- Participate in the next mini marathon of 5/10k walk run on FH
- Attend the next smoking cessations class
- Develop a unit training plan for the leaders reaction course
- Loss 10 pounds and 5% body fat
- Improve your Soldier military bearing and personal appearance

Leadership:

- Prepare your Soldiers for promotion, quarterly boards, and SAMC for your self
- Read the book be know do by Gen ® Shinseki
- Complete SRP, medical and dental readiness
- Inspect all A, B, &C bags – prepare Soldiers for deployment
- Send your Soldiers and spouses to AFTB level 1
- Ensures that Soldiers have a budget plan ready for deployment – who pays the bills.
- Ensure that married Soldiers have a joint account with their spouse
- Send all first term Soldiers to the mandatory financial management class

Training:

- Complete all WTT, weapons, APFT, and CLS recerts
- Prepare medics for EMT training and recertification
- Complete Gunnery table certification as a first time go and a 98% average

Responsibility and accountability:

- Use all of the bullet above on page 10
- Register all Soldier in SMART, college, and ACCP
- All Soldiers complete the FH drivers improvement course and motor cycle training as needed
- Conduct safety training, CRM training , and the Army accident avoidance course for all Soldiers
- Sub hand receipt all equipment in less than 30 days
- Complete weapons cleaning, gauging, and vehicles are 10/20 standard

Reception and Integration Counseling – Welcome to our team

Reception and integration counseling outlines the expectations, values, standards, policies, expectations of the Soldier and any family matter needing resolved.

Conduct counseling on day one – initial counseling is conducted within 30 days after arrival.

Remember, the purpose for counseling Soldiers is to develop them for the future or correct minor deficiencies to comply with Army standards, values, attitudes and beliefs. Outline the expectations of the Warrior Soldier – Army Strong.

Start your counseling session by reviewing the last counseling session and complete the assessments block. **FAILURE TO COMPLETE THE ASSESSMENT BLOCK FOR ACTIONS INVOLVING SUBSTANDARD PERFORMANCE OR SEPARATION MAY PREVENT THE SEPARATION OF THE SOLDIER.** Also, the previously discussed leader and Soldier agreed on a plan developmental of action and if the Soldier failed to meet the plan of action for improvement, determine why and readjust for the upcoming month. Don't allow a Soldier to back off on an agreed developmental plan of action – their future promotion and performance potential rely heavily on the outcome of today's positive performance objectives being met.

What is reception and integration counseling? Don't confuse the initial counseling with reception and integration. Reception and integration counseling is extremely important, the first impression of you, your entire unit, and the command, and sets the standards for the Soldier. It allows the Soldiers to express any concerns they may have either as a single Soldier or married. Welcome the Soldier to your team and inform the Soldier how proud you are to serve with them, for them. Do your best to care for the Soldier and family.

CDR / 1SG

- Conduct your in-brief with the Soldier on day one.
- Determine if the Soldier or family has any issue needing resolve.
- Provide a unit operations and training overview brief.
- Provide a unit history brief – BDE and BN.
- Provide the NCO a copy of the BDE CSMs leader standards and responsibility (dated 8 July 2008) and leader book guidance (dated 25 October 2008) memo guidance.
- Provide the NCO a copy of all BN and BDE SOPs, policy letters, and incentive policies.
- Provide the NCO with a copy of this guide and the BDE Soldier Risk Assessment and Counseling Program (SARC).
- Provide the NCO a copy of the BDE "NCO Way of Life" crest.
- Provide the Soldier or NCO a copy of the unit training schedule.
- Provide the NCO a copy of the unit METL.
- Provide the NCO a list of the upcoming boards.

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: *(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):*

Reception and Integration – Welcome to our team

Outlines the expectations, values, standards, policies, and immediate Soldier and family related matters needing resolve

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key points of discussion:

- During the counseling session, utilize this opportunity to update your leaders book
- Financial or pay problems - do you have enough money to cover food and lodging
- Personal problems or concerns either spiritual, physical or mental – body, mind, and soul
- Family traveling with you – where are they – schedule home visitation and welcome, CYS enrollment
- Inspect POV or motor cycle today. Any individual privately owned weapons or pets owned – registration of POWs
- Read all policy letters – NCOs brief them and highlight the important items for compliance
- Formation times and location, unit mission, unit orientation walk through (all offices), supply room, chaplain office, EO, career counselor, sick call, TMC, dental facility, barber shop, MCSS, PX, DAFC
- Issue leader contact card and recall roster, map quest if residing off post of GOVT housing
- Review chain of command and NCO support channel photos
- Read all unit bulletin board information
- Introduce the Soldier to their sponsor
- Discuss discipline, communication process, appointments, drug and alcohol, sexual harassment and assault, EO, extremist groups, gangs, your expectations of the Soldier
- Discuss Uniform standards
- SMART enrollment (<https://smart.goarmy.com>), AT level 1 completion, GoArmyEd (<https://www.earmy.com/Login.aspx> registration), Army Accident Avoidance course, discuss individual training completion and copy training certificates
- Barracks policy, CQ policy, barracks room standards
- Off limits areas
- Inspect organizational clothing bag items, CIF issue, class A inspection
- Leave and pass procedures
- Make the Soldier complete the BDE Soldier Risk Assessment and Counseling program (SRAC) on day one

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action: *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):*

- * Bottom-line is to take the time to welcome the Soldier to the unit and take care of the Soldier and/or family.
- * Set a date and time to follow-up in 7 to 14 days after arrival and discuss this counseling again.
- * Ensure that all in processing is completed IAW with the in processing checklist and turned into the training room for filing in the SMTH files.
- * Inform the Soldier that the next counseling is focused on individual readiness and training / certification standards. Schedule a diagnostic APFT within 30 days.
- * Introduce the Sponsor and complete all in processing.
- * Discuss the BDE RSO&I policy letter. Develop a plan to complete phase 1, phase 2, and phase 3.

Session Closing: *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):*

Individual counseled: ☐ I agree ☐ disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: *(Leader's responsibilities in implementing the plan of action):*

- * Update your Leader Book.
- Check the in processing progress twice a day.
- * Make sure that the Soldier has transportation, recall roster, unit phone contact card.
 - * Conduct follow up counseling session and review of this counseling in 7 to 14 days.
 - * Visit the Soldier at his/her residence on the first and second weekend.
 - * Add married Soldiers spouse to the FRG chain of concern.

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):*

- * In 7 to 14 days and then during the initial counseling which is conducted within the first 30 days after arrival – complete this section.
- * During assessment, the leader and the subordinate jointly determine if the desired results were achieved. They should determine the date for their initial assessment during the initial counseling session. The plan of action assessment provides useful information for future follow-up counseling sessions.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Performance / monthly Counseling – discuss duty performance, promotion potential, schooling (troop schools, college, and NCOES), personal issues, and upcoming events

PERFORMANCE COUNSELING – begins during the initial counseling and within 30 days after arrival to the unit.

During performance counseling, leaders conduct a review of a subordinate's duty performance over a certain period. Simultaneously, leader and subordinate jointly establish performance objectives and standards for the next period. Rather than dwelling on the past, focus on the future: the subordinate's strengths, areas of improvement, and potential.

Performance counseling is required under the officer, NCO, and Army civilian evaluation reporting systems. The officer evaluation report (OER) (DA Form 67-9) process requires periodic performance counseling as part of the OER Support Form requirements. Mandatory, face-to-face performance counseling between the rater and the rated NCO is required under the noncommissioned officer evaluation reporting system. (See AR 623-3). Performance evaluation for civilian employees also includes both of these requirements.

Performance counseling communicates standards and is an opportunity for leaders to establish and clarify the expected values, attributes, and competencies. The OER support form's coverage of leader attributes and competencies is an excellent tool for leader performance counseling. For lieutenants and junior warrant officers, the major performance objectives on the OER Support Form (DA Form 67-9-1) are used as the basis for determining the developmental tasks on the Developmental Support Form (DA Form 67-9-1A). Quarterly face-to-face performance and developmental counseling is required for these junior officers as outlined in AR 623-3. Army leaders ensure that performance objectives and standards are focused and tied to the organization's objectives and the individual's professional development. They should also echo the objectives on the leader's support form as a team member's performance contributes to mission accomplishment.

PROFESSIONAL GROWTH COUNSELING – begins during the initial counseling and within 30 days after arrival to the unit.

Professional growth counseling includes planning for the accomplishment of individual and professional goals. During the counseling, leader and subordinate conduct a review to identify and discuss the subordinate's strengths and weaknesses and to create an individual development plan that builds upon those strengths and compensates for (or eliminates) weaknesses.

As part of professional growth counseling, leader and subordinate may choose to develop a "pathway to success" with short- and long-term goals and objectives. The discussion of the pathway includes opportunities for civilian or military schooling, future duty assignments, special programs, and

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization		Name and Title of Counselor	

PART II - BACKGROUND INFORMATION

Purpose of Counseling: *(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):*

Performance / monthly – discuss duty performance, promotion potential, schooling (troop schools, college, and NCOES), personal issues, physical fitness, and upcoming events

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key points of discussion:

- BASD / DOR / TIS / TIG – waiver for promotion yes/no?
- Reenlistment window date _____.
- Upcoming events – use the unit and BN training calendar.
- APFT and weight control readiness. Next APFT date is _____.
- WTT completion date and next training date is _____.
- MOS skills proficiency and next gunnery table certification date is _____.
- Weapons qualification date and score – next scheduled PMI that you will conduct for the Soldier.
- Discuss Medical readiness status, dental readiness status, and financial status. Mandatory – schedule first termers for financial management through ACS and have the Soldier sit down with your BN CFS.
- Troop schools and NCOES attendance – you are scheduled or will be for the next CLS on _____.
- College, CLEP, DANTES, SMART, and Army correspondence course enrollment (<http://www.atsc.army.mil/ACCP/AIPDNEW.ASP>).
- Drivers license status. Soldier will attend the FH drivers' improvement course on _____.
- Update ASK – assignment satisfaction key online.
- Next home visit if married – conducted with the spouse and Soldier - Give 2 weeks notice.
- Discuss upcoming BOSS events and single and/or married Soldier retreats sponsored by the BN or BDE.
- Schedule a date for the Soldier and spouse to attend AFTB level 1 together.
- Areas to work on or improve.
- Discuss Initiative, attitude, and motivation. Discuss any Soldier or family concerns.
- Duty performance - Discuss areas needing improvement
- Praise the Soldier of all the good things that he/she accomplished before moving on to a plan of action.

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action: *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):*

* Establish short and long term professional and developmental goals. A plan of action identifies a method and pathway for achieving a desired result. It specifies what the subordinate must do to reach agreed-upon goals set during the counseling session. The plan of action must be specific, showing the subordinate how to modify or maintain his or her behavior. Discuss the BDE RSO&I policy letter - Develop a plan to complete phase 1, phase 2, and phase 3.

* Identify and discuss the Soldier's strengths/weaknesses and to create a plan of action to build upon strengths and overcome weaknesses. This future-oriented approach establishes short and long-term goals and objectives.

* The counseling process does not end with the initial counseling session. It continues throughout the implementation of the plan of action, consistent with the observed results. Sometimes, the initial plan of action will require modification to meet its goals.

Session Closing: *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):*

Individual counseled: ☐ I agree ☐ disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: *(Leader's responsibilities in implementing the plan of action):*

- * Update your Leader Book.
- * Leaders must consistently support their subordinates in implementing the plan of action by teaching, coaching, mentoring, or providing additional time, referrals, and other appropriate resources. Additional measures may include more focused follow-up counseling, informing the chain of command, and taking more severe corrective measures.
- * Tie the performance objectives, standards and individual goals to a pathway to success.

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):*

- Pull out last months counseling and review progress made based off of the agreed on plan of action.
- During assessment, the leader and the subordinate jointly determine if the desired results were achieved. They should determine the date for their initial assessment during the initial counseling session.
- The plan of action assessment provides useful information for future follow-up counseling sessions.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Promotion Counseling – Discuss primary and secondary promotion eligibility, Department of the Army directed promotion list integration to sergeant and staff sergeant, and waiver criteria for promotion in the secondary zone

First of all, a promotion OML is established at PLT level and above. All Soldiers should know where they stand within their ranks. Mandatory counseling IAW 600-18-19 is conducted on Soldiers that are fully eligible for promotion regardless of their current rank. Commanders or their designated representatives must conduct promotion counseling for all specialists, corporals and sergeants who are eligible for advancement without waiver, but are not recommended for promotion to the next higher grade. Army regulation requires that Soldiers within this category receive initial (event-oriented) counseling when they attain full eligibility and then periodic (performance and personal growth) counseling at least quarterly.

First-line leaders will counsel Soldiers who are eligible for promotion to PV2 through SSG without a waiver (fully qualified) but not recommended for promotion in writing. Counseling will take place initially when the Soldier attains eligibility, and at least every 3 months thereafter, and include information as to why the Soldier was not recommended and what can be done to correct deficiencies or qualities that reflect a lack of promotion and performance potential. Specific and justifiable reasons as to why the Soldier failed to meet standards are listed on the counseling. It's important to list the Soldiers morale, motivation, initiative as it applies to future promotion potential. Call it like it is and as you see it. You must provide the Soldier an honest and unbiased assessment of his/her performance and potential versus others current in grade.

The only way that a substandard performer will be promoted is due to the failure of leaders not conducting the counseling and the signed documents being forwarded IAW the proper timelines to the promotion authority. This means that ISGs and PSGs must have a system in place to properly manage the promotion systems of their assigned Soldiers. Soldiers don't promote themselves – leaders do.

The promotion to **PV2** requirement is 6 months TIS.

The promotion to **PFC** requirement is 12 months TIS and 4 months TIMIG.

The promotion to **SPC** requirement is 24 months TIS and 6 months TIMIG.

Waivers for TIS and TIMIG:

- (a) Promotion to PV2 may be waived at 4 months TIS.
- (b) Promotions to PFC may be waived at 6 months TIS and 2 months TIMIG
- (c) Promotions to SPC may be waived at 18 months TIS and 3 months TIMIG.

SSG: 72 months TIS and 10 months TIMIG. 48 months TIS and 7 months TIMIG for those who have been recommended to compete in the secondary zone.

SGT: 36 months TIS and 8 months TIMIG. 18 months TIS and 6 months TIMIG for those who have been recommended to compete in the secondary zone.

Army directed promotion list to SGT—

- (a) 46 months TIS (to become eligible for promotion at 48 months).
- (b) 10 months TIG (to become eligible for promotion at 12 months).
- (c) Otherwise not ineligible in accordance with this regulation.
- (d) Not otherwise denied by the CDR.
- (e) Soldier must have a minimum of 90 days remaining service as of the month of integration onto the recommended list.

(2) To SSG—

- (a) 82 months TIS (to become eligible for promotion at 84 months).(b) 10 months TIG (to become eligible for promotion at 12 months).

Promotion Counseling

All Soldiers that are not recommended for promotion will receive a definitive counseling statement that clearly explains why they are not recommended for promotion. Present the facts, not your personal judgments or feelings. The reasons will illustrate:

- a. Why the Soldier is not being recommended (based of factual information).
- b. The course of action(s) the Soldier needs to take to overcome the noted deficiencies.
- c. When the Soldier will be reevaluated for reconsideration.

An example of an acceptable reason for denial of promotion:

- a. Soldier is ETSing and has signed a counseling statement clearly stating that they have no desire to appear before the Promotion Board.
- b. Adverse action (Flagged for weight control, UCMJ, APFT failure etc.)
- c. Soldier has constantly displayed poor judgment on or off duty (the observation must articulate what the Soldier must do to overcome the noted deficiency).
- d. Violated the Army Core Values (the violation must be clearly explained; explanation must be given clarifying the pitfalls of behavior that is not in accordance with good order and discipline).
- e. Soldier displays poor judgment, lacks initiative, and motivation – provide specifics on the counseling statement and develop a plan to fix the problem.

These are only examples; each situation will dictate the appropriate course of action. The goal is to provide every Soldier with a clear understanding of what is required of them for a promotion recommendation to the next grade. Counseling is mandatory for those in the primary zone for promotion however; every Soldier must receive monthly advancement counseling even though they are in the secondary zone. Counseling on all Soldiers is developmental in nature, forward looking, and the first line leader is responsible to enforce the agreed upon plan of action. Monthly performance assessments based on the previous months counseling is reviewed each month. Documented progress is annotated on the previous month (PART IV - ASSESSMENT OF THE PLAN OF ACTION) counseling and adjustments are made on the current months (Plan of Action section). The bottom-line is that you demand that your Soldiers meet the developmental plan of action.

DEVELOPMENTAL COUNSELING FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization	Name and Title of Counselor		

PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

Promotion – Discuss primary and secondary promotion eligibility, Department of the Army directed promotion list integration to sergeant and staff sergeant, and waiver criteria for promotion in the secondary zone.

Mandatory counseling is conducted on Soldiers that are fully eligible for promotion.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key points of discussion:

* Counsel the Soldier utilizing the DA 3355 score sheet and provide a current assessment of points.

TIS: _____. TIG: _____.

Automated integrated list date _____.

Flagged yes / no: _____.

Met height and weight yes / no: _____.

APFT results: _____.

College hours: _____. ACCP hours: _____. Military educ: _____.

Awards: _____. Schools: _____. Weapons score: _____.

Reason/s as to why you're not recommended for promotion at this time _____.

NCOES date: _____.

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and

Plan of Action: *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):*

- * Flat out inform the Soldier what is wrong and how to improve or he/she will not be recommended for promotion.
- * Develop a plan to correct or improve the Soldier. Establish the hours of completion in ACCP and college for the next 30 days.
- * Provide specifics in this section on substandard performance and how to fix it.
- * Use the SGT and SSG MOS trend report from the HRC website to discuss current points and how to gain more promotion points.

Session Closing: *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):*

Individual counseled: ☐ I agree ☐ disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: *(Leader's responsibilities in implementing the plan of action):*

- * Update your Leader Book.
- * Develop plans to improve yourself first and then your Soldiers.
- * Send your Soldiers to college courses and enrollment to ACCP.
- * Develop a plan to improve all short comings.

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):*

- * Use all previous months counseling's to summarize the issues and concerns that have caused the Soldier a denial for a recommendation to promotion.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Unit Counseling Folder Outline

Tab a – Counseling record / CMF career map

Tab b – ERB / NCOs last NCOER (front portion only)

Tab c – Housing visitation record

Tab d – Promotion developmental counseling

Tab e – Performance/monthly developmental counseling

Tab f – Derogatory developmental counseling

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)

PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.

ROUTINE USES: For subordinate leader development IAW FM 6-22. Leaders should use this form as necessary.

DISCLOSURE: Disclosure is voluntary.

Soldier Counseling Record

For:

[illegible]